MIAMI·DADE

Departmental Quarterly Performance Report

Office of Strategic Business Management

FY 2004-05
Second Quarter

MAJOR PERFORMANCE INITIATVES

Describe Key Initiatives and Status   Check all that apply

Strategic Plan Goal ES1: *Enable County departments and their service partners to deliver quality customer service.*	
ES1-1 Conveniently accessed and easy-to-use services ES1-3 Unity of County service delivery ES1-4 Satisfied Customers Department Performance Objective *(performance measure in italics):* • Develop expanded Secret Shopper Program to include shopping the new 311 Call Center, shop one entire "process"; continue "secret shopped" 50% of departments in FY 2004-05, with three months to issue departmental reports after annual shopping period is completed • Increase percent of customers who feel Office of Strategic Business Management (OSBM) intervention is helpful in improving services to 90 Performance Status: • Currently shopping all departments scheduled for FY 2004-05; in addition conducting special shopping assignments upon departmental requests • Customer Research Panel meetings held every month this quarter • Key staff trained on use of Survey software; 4 surveys deployed using the software • Market Research Pool selection committee approve; selection committee met twice, completed evaluation and selection process; negotiations scheduled for the month of June • Survey guidelines under revision • Various departments assisted in implementing sound customer feedback efforts, including: All departments involved in the land use development and building permitting and inspection processes, Board of County Commission office, Building Code Compliance Office, CIO, Answer Center, Consumer Services, Cultural Affairs, Business Development, Employee Relations Department, ETSD, Fire Rescue, GSA, and Team Metro • 2005 resident satisfaction survey questionnaire drafted, reviewed and revised by OSBM, CMO, and Customer Research Panel. Communications Strategy developed and implemented, with the assistance of Communications Department and ETSD; review and approval by the Manager pending • Research regarding how to conduct a successful Employee Survey completed • Gather information regarding preparing a customer feedback program for all Enabling Strategies departments	*ES1-1 Strategic Plan* _X_ *Business Plan* ___ *Budgeted Priorities* ___ *Customer Service* ___ *Workforce Dev.* ___ *Audit Response* ___ *Other_____* *(Describe*

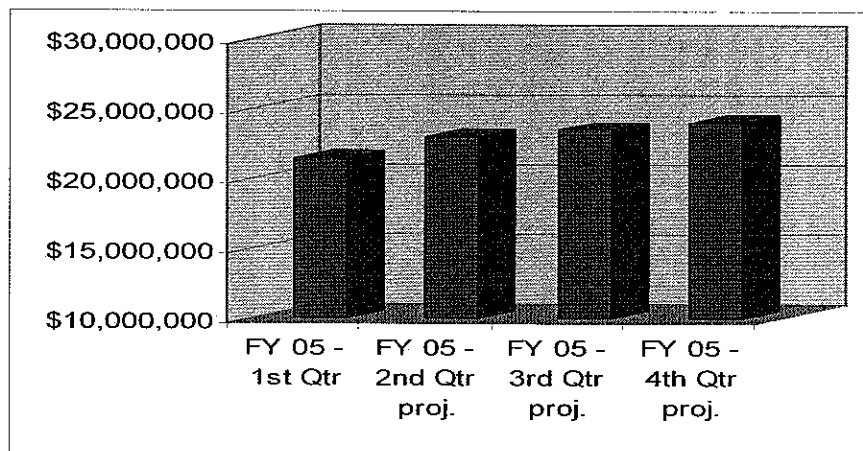| Strategic Plan Goal ES8: Ensure the financial viability of the County through sound financial management practices	
ES8-2: Planned necessary resources to meet current and future operating and capital needs. Department Performance Objective (*performance measure in italics*): • Increase Emergency Contingency Reserve Fund to $24 million by year-end • Achieve average Government Finance Officers Association (GFOA) Scores for the prior year proposed budget between 3.3 and 3.5 out of 4. Performance Status:	ES8-2 *Strategic Plan* _X_ *Business Plan* ___ *Budgeted Priorities* ___ *Customer Service* ___ *Workforce Dev.* ___ *Audit Response* ___ *Other_____* *(Describe)*

Emergency Contingency Reserve Fund

- The Emergency Contingency Reserve Fund has $21,368,000 as of the end of the 2nd quarter for FY 2004-05.

- The GFOA recognizes budget documents that represent the entity's financial plan as well as the plan's ability to be used as not only a budget but also as a policy and operational guide and a communication device.

GFOA Scores for the County Manager's proposed budget documents:

Actual Scores Received from GFOA	Business Plan Target for FY04-05 Proposed Budget	FY 02-03 Proposed Budget	FY 03-04 Proposed Budget
As a policy document	3.3	3.3	3.1
As a financial plan	3.2	2.9	2.8
As an operational guide	3.5	2.9	3.0
As a communication device	3.2	3.0	3.1

ES8-2 Planned necessary resources to meet current and future operating and capital needs. Department Performance Objective (*performance measure in italics*): • 85% of revenue maximization staff trained who felt that the training session met their needs and benefited from the training • 100% of County staff surveyed satisfied with technical support and training received for revenue maximization efforts • $15 million dollars received by County as part of the revenue enhancement activities in FY 2004-05 Performance Status: • During the 2nd quarter the Division assisted in the preparation of $16.014 million in grant applications from the Federal Management Agency (FEMA) and $200,000 from the United States of Justice , Bureau of Justice Assistance • The Ryan White Title 1 Program was awarded $24.551 million in grant funding for FY 2005-06. In addition, the division received notification of the award by the U.S. Department of Homeland Security, Urban Area Initiative in the amount of $310,000 • Performed two grant writing and technical assistance workshops in County Commission Districts Seven and Nine – 98% of the customers in attendance were satisfied with the assistance provided	
ES8-2 Planned necessary resources to meet current and future operating and capital needs. Department Performance Objective (*performance measure in italics*): • Increase Incorporation and Annexation support/attendance to Municipal Advisory Committee (MAC) meetings • Maintain schedule for new applications to the Boundaries Commission within six weeks of receiving the applications • Complete MAC process for all Municipal Advisory Committees within 12 months of the creating legislation • Negotiate and execute service contracts with new municipalities within 180 days of the election of municipal officers • Execute contracts for municipal services with new and existing municipalities Performance Status: • During the 2nd quarter, achieved 83% attendance at MAC meetings – ten of the twelve MAC meetings received direct staff support • The City of Sweetwater boundary change application is not yet complete • The Fisher Island MAC is developing a pro-forma budget while negotiating cost of local police patrol with Miami-Dade Police Department • Completed interlocal agreements with the City of Doral for the transfer of parks; with the Village of Palmetto Bay for the transfer of a road; with the City	*ES8-2 Strategic Plan* _X_ *Business Plan* __ *Budgeted Priorities* __ *Customer Service* __ *Workforce Dev.* __ *Audit Response* __ *Other*_____ *(Describe)*

of Miami Gardens for the allocation of $6 million to assist in the construction of the Carol Community Center; and negotiated a contract for local police services with the Town of Miami Lakes (this is the first city to complete the required three years of local patrol). Staff counties to work with the City of Doral and the Village of Palmetto Bay on parks and library service issues.	

Strategic Plan Goal ES9: Deliver on promises and be accountable for performance

ES9-2: Alignment of priorities throughout the organization ES9-3: Achievement of performance targets (priority outcome) ES9-4: Accountability to the public at every level of the organization (priority outcome) ES9-5: Continuously improving government (priority outcome) Department Performance Objective (*performance measure in italics*): • Increase the percent of Strategic Plan outcomes with appropriate key performance indicators defined in the automated performance management system to 50% by year-end • Deploy 70 % of performance software to departments by year-end Performance Status: • The contract with ActiveStrategy (performance management software vendor) was finalized and executed • The formal software kick-off was conducted on March 9 • Measures are being refined in collaboration with departments prior to being sent to the vendor for loading into the software. At the end of the second quarter 68 measures have been loaded into the software (target is 400 measures by end of the year) • The go-live date is expected in early July 2005.	*ES9-1 Strategic Plan* _X_ *Business Plan* _X_ *Budgeted Priorities* __ *Customer Service* __ *Workforce Dev.* __ *Audit Response* __ *Other*_____ *(Describe)*

ES9-2: Alignment of priorities throughout the organization ES9-3: Achievement of performance targets (priority outcome) ES9-4: Accountability to the public at every level of the organization (priority outcome) Department Performance Objective (*performance measure in italics*): • Departmental Quarterly Performance Reports posted on-line within 45 days of the end of quarter • Decrease number of days after the end of each fiscal year that the Scorecard is published from 435 to 240 • Increase percent of survey respondents that are satisfied overall with the Community Scorecard to 75 • Maintain 100 percent of departments trained in linking business plans to the strategic plan Performance Status: • Conducted a strategic management workshop for Workforce Florida (SFETC) • Continued distribution of the Community Scorecard and obtaining associated feedback card to solicit improvements; focus groups are being organized to take place in the 3rd quarter • The percent of survey respondents that were satisfied overall with the Community Scorecard was 70%; survey results were for the December scorecard based on feedback obtained during the second quarter (Jan-March) • Assisted with the January 24 County Manager's executive management results-oriented government workshop • Submitted performance date for 13 of the 15 service areas as part of the ICMA Center for Performance Measurement program. As in the past, data was unavailable for Youth Services and Facilities Management service areas.	*ES9-2Strategic Plan* _X_ *Business Plan* _X_ *Budgeted Priorities* __ *Customer Service* __ *Workforce Dev.* __ *Audit Response* __ *Other_____* *(Describe)*
ES9-1: Alignment of services provided with community's needs and desires (priority outcome) Department Performance Objective (*performance measure in italics*): • Implement, update, and distribute County Strategic Plan Performance Status: • A conceptual approach has been drafted of this year's strategic plan update. The approach will need to be finalized and initiated during the third quarter in order to ensure information of recommendations for the Manager by the end of this fiscal year.	*ES9-3 Strategic Plan* _X_ *Business Plan* __ *Budgeted Priorities* __ *Customer Service* __ *ECC Project* __ *Workforce Dev.* __ *Audit Response* __ *Other_____* *(Describe)*

ES9-1: Alignment of services provided with community's needs and desires	*ES9-4/9-5 Strategic Plan*

ES9-1: Alignment of services provided with community's needs and desires

Department Performance Objective (*performance measure in italics*):

- Maintain 100 percent of Gainsharing Memoranda of Understanding (MOUs) closed-out prior to second pay period in December
- Increase the number of new MOUs annually to 2 annually
- Maintain the average number of days for reviews of submitted AOs at 4
- Decrease the number of days for posting final AOs on the internet to 3
- Ensure 100 percent of milestones met when updating procedures manual
- Maintain the number of reviews in which Performance Improvement has led or provided oversight at 15
- Ensure 100 percent of milestones met in support of Corporate Sponsorship Executive Committee
- Ensure 100 percent of milestones met in support of "Results Oriented Government" framework

Performance Status:

- During the 2nd quarter, the Performance Improvement (PI) Division worked on eleven consulting projects and four MOU/Gainsharing-related projects(Finance, Water and Sewer, and Park and Recreation Departments and General Services Administration).
- During the 2nd quarter, the PI Division received six AOs for review. The average review time was two days.   Intranet uploading of AO final versions during the 2nd quarter was postponed due to an ETSD conversion project to simplify and enhance the uploading process.
- 100% of milestones met when updating procedures manual.
- During the 2nd quarter, the PI Division performed research and compiled information in preparation for the second Corporate Sponsorship Executive Committee meeting scheduled for April.
- The PI Division prepared a "Governing for Results" Ordinance for incorporation into the County Code. This ordinance was submitted to the Chairman of the BCC by the County Manager

ES9-4: Accountability to the public at every level of the organization
ES9-5: Continuously improving government

Department Performance Objective (*performance measure in italics*):

- Percent of senior leadership trained in Sterling criteria for performance excellence

Performance Status:

- Coordinating Sterling Challenge training for eight select departments, scheduled to take place in July 2005.

ES9-4/9-5 Strategic Plan
_X_ Business Plan
__ Budgeted Priorities
__ Customer Service
__ Workforce Dev.
__ Audit Response
__ Other_____
(Describe

Strategic Plan Goals
HH2: Ensure Universal Access to timely and accurate services information and community facilities
HH4: Promote independent living though early intervention and support services
HH7: Ensure high quality standard of care in health and human services

Department Performance Objective (*performance measure in italics*):	*HH2-2, HH4-1, HH7-1*

HH2-2: Increased utilization of available health and human services across all neighborhood facilities
  • Increase the number of Ryan White Title 1 HIV service sites countywide to130 in FY 2004-5 (contingent upon availability of grant funds)
  • Increase the number of Ryan White Title 1 providers to 41 FY 2004-05 (contingent upon available of grant funds).
 	
HH4-1: Healthier community
  • Increase the number of HIV+ persons connected to care as a results of Ryan White Title I outreach efforts to 1,200 in FY 2004-05
 	
HH7-1: Improved customer service and care in health and human services
  • Increase the number of training sessions targeting case management outreach, and medical care providers of Ryan White Title I funded services to 40
  • Increase in satisfaction among recipients of Ryan White Title I funded services to 90%
  • Increase number of service providers monitored to assess quality of service rendered and appropriate use of Ryan White funds to 41
 	
Performance Status:
  • The Ryan White Title I program currently has approximately 111 service sites throughout the County; including a network of outpatient medical care services within 14 providers at approximately 40 sites, serving more than 9,000 unduplicated clients throughout the County
  • There are 37 Ryan White Title I service providers in the County.
  • The Ryan White Title I program has connected to care over 13,875 persons that are HIV+.
	Strategic Plan
	_X_ *Business Plan*
	_X_ *Budgeted Priorities*
	_X_ *Customer Service*
	__ *Workforce Dev.*
	__ *Audit Response*
	__ *Other*____
	      (Describe)

Departmental Quarterly Performance Report
Department Name: Office of Management and Budget
Reporting Period: Second Quarter (January - March 2005)

PERSONNEL SUMMARY

A. *Filled/Vacancy Report*

	Filled as of December 31 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions At the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
NUMBER			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
OF FULL-TIME POSITIONS*	77	76	64	12	69	7				

Notes:

B. *Key Vacancies:*

C. *Turnover Issues: All budget analyst positions have been filled within the Budget division. Recruitment efforts continue in the Performance Improvement division to fill remaining vacant consultant manager positions.*

D. *Skill/Hiring Issues:*

E. *Part-time, Temporary and Seasonal Personnel: Management Trainee interview are scheduled to begin during the third quarter.*

F. *Other Issues:*

FINANCIAL SUMMARY

Office of Strategic Business Management – General Fund (All Dollars in Thousands)

| | PRIOR YEAR Actual | CURRENT FISCAL YEAR | | | | | | |
| | | Total Annual Budget | 2nd Quarter | | FY 2004-05 Year-to-date (1st and 2nd Quarter) | | | % Of Annual Budget |
			Budget	Actual	Budget	Actual	$ Variance	
Revenues	General Funds							
Total								
Expense*								
Personnel	$2,819	$4,867	$1,192	$1,176	$4,867	$2,674	$2,193	55%
Other Operating	$663	$890	$223	$218	$890	$357	$533	40%
Capital	$7	$0	$0	$10	$0	$16	($16)	0%
Total	$3,489	$5,757	$1,671	$1,643	$5,757	$3,047	$2,710	53%

Health and Human Service - Ryan White Title I CARE Grant (All Dollars in Thousands)
Ryan White Title I Grant Year (FY 2003-04) runs from 3/1/2003 through 2/28/2004

| | PRIOR YEAR Actual | CURRENT FISCAL YEAR | | | | | | |
| | | Total Annual Budget | 4th Quarter | | YTD 2004-05 | | | % Of Annual Budget |
			Budget	Actual	Budget	Actual	$ Variance	
Revenues								
♦ Fed. Grants	$25,759	$25,540	$6,385	$5,304	$25,540	$17,006	$8,534	66.6%
♦ Carryover	$534	$0	$316	$1,265	$1,265	$1,265	$0	0
Total	$26,293	$25,540	$6,701	$6,569	$26,805	$18,271	$8,534	68.2%
Expense*								
Administration	$881	$1,277	$282	$197	$1,127	$887	$240	78.7%
Contractual Svcs.	$25,412	$24,263	$6,420	$5,479	$25,678	$18,553	$7,125	72.3%
Total	$26,293	$25,540	$6,702	$5,676	$26,805	$19,440	$7,365	72.5%

* Ryan White Title 1 grant year (FY04-05) runs from 3/1/2004 through 2/28/2005. This report covers the first quarter of the fiscal year, March 2004 through May 2004.

Notes for Ryan White:
1. Administrative and Contractual expenditures are not evenly distributed throughout the fiscal year.
2. Carryover amount at the discretion of the federal government.
3. The Finance Department conducts drawdowns as needed, to reimburse the County general fund based on documented expenditures.
4. Federal government reimburses only actual expenditures, so expenses equal revenues.

Equity in pooled cash (for proprietary funds only) (All Dollars in Thousands)

Fund/ Subfund	Prior Year End of close-out	*Projected at Year-end as of			
		Quarter 1 05/31/04	Quarter 2 08/31/04	Quarter 3 11/30/04	Quarter 4 2/28/05
SO 720 720	$0	$0	$0	$0	$0
Total	$0	$0	$0	$0	$0

Comments:
The Ryan White Title I federal grant is received by the County on a reimbursement basis. Therefore, during the grant period there is a negative cash balance of about $1 to $2 Million. At the end of the closeout period, the cash balance is $0.

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

_____
Signature
Department Director

Date __5/16/05__